



IMPACT OF SALARY ON JOB SATISFACTION OF HIGHER SECONDARY TEACHERS

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ABSTRACT

Teacher's effectiveness is directly related to the level of his job satisfaction. In Higher Secondary Schools of Bihar (India), Fixed Salary Teachers are getting less salary compared to Regular Teachers. This presents a situation where there are two groups of Higher Secondary Teachers. In this background it was quite relevant to know whether there was significant impact of salary on their job satisfaction. There are many factors or variables which affect the job satisfaction. Salary is one of them especially when there are two distinct groups of teachers getting different salaries. This study is an attempt to know that whether salary has significant impact on Job Satisfaction of Higher Secondary Teachers. The study was conducted in the Government schools during July 2013 to December 2013 in Patna District, Bihar, India.

KEY WORDS: Fixed Salary Teacher, Regular Teacher, Job Satisfaction.

Introduction

Job satisfaction is the degree to which individuals like their jobs. Job satisfaction is important in teaching. A teacher, who is not satisfied with his job, cannot deliver quality education. It should be the ultimate goal of the teachers to make the students settle well in their lives with utmost satisfaction (Rao and Sridhar, 2003).

There were 147 Higher Secondary Schools in Patna District which is the highest number compared to any other district of Bihar. After initial enquiry it was found that in only 46 schools, Higher Secondary Teachers were available. For selecting a representative sample from the population, multi-stage sampling was used. All the 46 Higher Secondary Schools were listed block wise. 50% of the schools from each block were selected in the first stage of sampling. To ensure a balance the blocks where the number of Higher Secondary Schools with Higher Secondary Teachers were less than or equal to 2, both schools were selected. By this process 31 schools were selected. These schools were representing all the 16 blocks where Higher Secondary Teachers were available. Accordingly, responses of the 178 higher secondary teachers were got collected and these 178 higher secondary teachers formed the sample for this study. This sample included both Regular Teachers and Fixed Salary Teachers. Regular Teachers were those who were appointed by State government. Fixed Salary Teachers were teachers appointed by Local bodies. Fixed Salary teachers were getting less than 15000 per month as compared to Regular teachers who were getting much more than 15000. (Gazette of Bihar, 2012).

Method

A null hypothesis was taken for this study. It was formulated that, "there was no significant impact of salary on the job satisfaction of Higher Secondary Teachers".

Dixit Job Satisfaction Scale, as developed by Dr. Meera Dixit was used. There were 52 statements in the scale which were to be ranked as Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree (Dixit, 1993).

Before testing of hypothesis, percentage distribution of responses with respect to variable (teachers getting < 15000 and teachers getting > 15000) was calculated for different aspects of job satisfaction and overall job satisfaction. Satisfaction was checked on dimension of percentage. Further, Data was analysed using Analysis of Variance (ANOVA). Variable under consideration was salary (<15000 and >15000). For this variable F value was calculated on the basis of scores in all the eight categories of job factors identified in Table 2 separately and F value was also calculated for overall score (all the eight categories taken together). The null hypothesis was tested using F test.

Eight aspects of job satisfaction were covered in Questionnaire, namely intrinsic aspect of job, salary, promotional avenues and service conditions, physical facilities, institutional plans and policies, satisfaction with authorities, satisfaction with social status and family welfare, rapport with student, and relationship with co-workers.

Results

Respondent teachers were clubbed in (i) Teachers getting less than Rs.15000/- per month and Teacher getting more than Rs.15000/- per month. Results were analysed with two dimensions. First, satisfaction was checked on dimension of percentage. The summary of their responses is represented in Table - 1.

TABLE - 1
PERCENTAGE DISTRIBUTION OF RESPONDENTS BY SALARY

| Aspects | Up to 15000 | | | | More than 15000 | | | | | |
|--|-------------------|-----------|------------|--------|-----------------|-------------------|-----------|------------|--------|----------------|
| | Strongly Disagree | Dis-agree | Unde-cided | Agree | Strongly Agree | Strongly Disagree | Dis-agree | Unde-cided | Agree | Strongly Agree |
| Intrinsic Aspect of the job | 0.00% | 0.00% | 20.80% | 73.60% | 5.70% | 0.00% | 0.00% | 26.30% | 68.40% | 5.30% |
| Salary, Promotional avenues and service conditions | 0.00% | 28.30% | 56.00% | 10.70% | 5.00% | 0.00% | 0.00% | 21.10% | 63.20% | 15.80% |
| Physical facilities | 0.60% | 10.10% | 23.90% | 56.60% | 8.80% | 0.00% | 0.00% | 5.30% | 52.60% | 42.10% |
| Intutional Plans and Policies | 0.00% | 6.30% | 28.30% | 54.70% | 10.70% | 0.00% | 0.00% | 10.50% | 57.90% | 31.60% |
| Satisfaction with authorities | 0.60% | 6.90% | 11.30% | 50.30% | 30.80% | 0.00% | 0.00% | 0.00% | 47.40% | 52.60% |
| Satisfaction with social status and family welfare | 10.10% | 18.20% | 40.90% | 23.90% | 6.90% | 0.00% | 0.00% | 21.10% | 42.10% | 36.80% |
| Rapport with student | 0.00% | 0.00% | 3.80% | 61.60% | 34.60% | 0.00% | 0.00% | 0.00% | 42.10% | 57.90% |
| Relationship with Coworkers | 0.00% | 3.10% | 18.90% | 59.70% | 18.20% | 0.00% | 0.00% | 0.00% | 52.60% | 47.40% |
| Overall | 0.00% | 2.50% | 32.10% | 59.70% | 5.70% | 0.00% | 0.00% | 10.50% | 57.90% | 31.60% |

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As it is evident from table 4.29, 79.3% (73.6+5.7) of the teachers getting up to 15000 per month and 73.7% (68.4+5.3) of teachers getting more than 15000 per month were satisfied with respect to Intrinsic aspect of their job. It shows that majority of both the teachers getting up to 15000 and getting more than 15000 were satisfied with Intrinsic aspect of their job.

In the second category of items covering Salary, Promotional Avenues and Service Conditions only 15.7% (10.7+5) of the teachers getting up to 15000 were satisfied whereas 79% (63.2+15.8) of the teachers getting more than 15000 were satisfied. This shows that majority of teachers getting up to 15000 were not satisfied with their Salary, Promotional Avenues and Service Conditions. However, the majority of teachers getting more than 15000 were satisfied.

With respect to Physical facilities available in the school, 65.4% (56.6+8.8) of the teachers getting up to 15000 were satisfied and 94.7% (52.6+42.1) of the teachers getting more than 15000 were satisfied. Hence, majority of both the teachers getting less than 15000 and getting more than 15000 were satisfied with this category of items.

Again, with respect to their role in Institutional Plans and Policies 65.4% (54.7+10.7) of the teachers getting up to 15000 were satisfied and 89.5% (57.9+31.6) of the teachers getting more than 15000 were satisfied. It once again shows that majority of both the teachers getting less than 15000 and getting more than 15000 were satisfied with their role in Institutional Plans and Policies.

81.1% (50.3+30.8) of the teachers getting up to 15000 were satisfied with relation to Authorities. At the same time 100% (47.4+52.6) of the teachers getting more than 15000 were satisfied with this category of items.

With respect to their satisfaction with their Social Status and Family Welfare, only 30.8% (23.9+6.9) of the teachers getting up to 15000 were satisfied where as 78.9% (42.1+36.8) of the teachers getting more than 15000 were satisfied. This shows that while majority of the teachers getting up to 15000 were not satisfied with their Social Status and Family Welfare the majority of the teachers get-

ting more than 15000 were satisfied with this aspect of their job.

When considering the Rapport with student category of items it was found that 96.2% (61.6+34.6) of the teachers getting up to 15000 were satisfied. At the same time, 100% (42.1+57.9) of the teachers getting more than 15000 were satisfied.

In the Relationship with Co-workers category, 77.9% (59.7+18.2) of the teachers getting up to 15000 were satisfied and 100% (52.6+47.4) of the teachers getting more than 15000 were satisfied.

On the 5 point scale overall 65.4% (59.7+5.7) teachers getting up to 15000 were satisfied with their job, and 89.5% (57.9+31.6) teachers getting more than 15000 per month were satisfied with their job. It shows that the majority of both categories of teachers are satisfied. But the percentage figure shows that more percentage of teacher getting more than 15000 are satisfied when compared to the teachers getting up to 15000 per month.

Thus it can be inferred from the percentage distribution that majority of both, the teachers getting up to 15000 per month and the teachers getting more than 15000 per month were satisfied with six categories namely, Intrinsic aspect of the job, Physical Facilities, Institutional Plans and Policies, Satisfaction with Authorities, Rapport with Student and Relationship with Co-workers. But the two categories of teachers differed to their responses with two categories of items namely, Salary, Promotional Avenues and Service Conditions; and Satisfaction with Social Status and Family Welfare. While majority of the teachers getting up to 15000 per month were not satisfied, the majority of the teachers getting more than 15000 per month were satisfied with these two aspects of their job. It shows that for these two categories of items of their job, there seems impact of salary.

Now the question was whether the impact of salary on job satisfaction was significant or not. For this the null hypothesis that "there was no significant impact of salary on job satisfaction of higher secondary teachers" was tested using ANOVA. Significance of F value was examined at 0.05 level.

**TABLE - 2
ANOVA BASED ON SALARY**

| | | Sum of Squares | df | Mean Square | F | Sig. |
|--|----------------|----------------|-----|-------------|--------|------|
| Intrinsic Aspect of the job | Between Groups | .060 | 1 | .060 | .244 | .622 |
| | Within Groups | 43.535 | 176 | .247 | | |
| | Total | 43.596 | 177 | | | |
| Salary, Promotional avenues and service conditions | Between Groups | 17.756 | 1 | 17.756 | 31.238 | .000 |
| | Within Groups | 100.042 | 176 | .568 | | |
| | Total | 117.798 | 177 | | | |
| Physical facilities | Between Groups | 9.281 | 1 | 9.281 | 14.914 | .000 |
| | Within Groups | 109.528 | 176 | .622 | | |
| | Total | 118.809 | 177 | | | |
| Intuitional Plans and Policies | Between Groups | 4.456 | 1 | 4.456 | 8.285 | .004 |
| | Within Groups | 94.667 | 176 | .538 | | |
| | Total | 99.124 | 177 | | | |
| Satisfaction with authorities | Between Groups | 4.051 | 1 | 4.051 | 5.727 | .018 |
| | Within Groups | 124.510 | 176 | .707 | | |
| | Total | 128.562 | 177 | | | |
| Satisfaction with social status and family welfare | Between Groups | 23.002 | 1 | 23.002 | 21.822 | .000 |
| | Within Groups | 185.520 | 176 | 1.054 | | |
| | Total | 208.522 | 177 | | | |
| Rapport with student | Between Groups | 1.244 | 1 | 1.244 | 4.334 | .039 |
| | Within Groups | 50.531 | 176 | .287 | | |
| | Total | 51.775 | 177 | | | |
| Relationship with Coworkers | Between Groups | 5.002 | 1 | 5.002 | 10.609 | .001 |
| | Within Groups | 82.976 | 176 | .471 | | |
| | Total | 87.978 | 177 | | | |
| Overall_Group | Between Groups | 4.678 | 1 | 4.678 | 12.209 | .001 |
| | Within Groups | 67.435 | 176 | .383 | | |
| | Total | 72.112 | 177 | | | |

The analysis of variance indicates that F value for overall factors is 12.209 (Table 2). There was significant difference between teachers getting higher salary and teachers getting lower salary. On this basis it can be said that there was significant impact of salary on the job satisfaction level of higher secondary teachers. There was significant difference on all factors except intrinsic aspect of job. Thus the hypothesis that “there was no significant impact of salary on job satisfaction of higher secondary teacher”, was rejected. This implies that salary has a significant impact on job satisfaction of Higher secondary teachers of Patna District.

Discussion

With regard to the hypothesis that there was no significant impact of salary on job satisfaction of higher secondary teachers, it was found that there was overall significant difference between teachers getting up to 15000 per months and teachers getting more than 15000 per month with respect to overall job satisfaction. The significant difference was with respect to all aspects of their job except intrinsic aspect. It implies that the teacher getting up to 15000 and the teacher getting more than 15000 had their different feeling about various aspects of their job. But when it was the regarding intrinsic aspect both were satisfied. This also implies that majority of Higher secondary teachers of Patna District are teachers by nature. So they are satisfied with the intimsic aspect of their job, irrespective of their salary. Nevertheless, the impact of salary on overall job satisfaction of higher secondary teachers was found to be significant.

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